
	GAITHERSBURG POLICE DEPARTMENT		
	Incident Command System		
	GENERAL ORDER	1000.2	
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I. DEPARTMENT POLICY

The Incident Command System (ICS) is a system of command, control and coordination of a response and provides a means to coordinate the efforts of individual agencies as they work toward the common goal of stabilizing the incident and protecting life, property, and the environment.

Recognizing the value of the Incident Command System as an effective means to respond to, manage, and coordinate incidents, the Department utilizes the ICS in its planning, exercises, and responses to serious incidents, whether natural or man made.

As used in this directive, the term on-duty shift supervisor also refers to the OIC (Officer-In-Charge) when the OIC is acting in the absence of said supervisor.

II. THE INCIDENT COMMAND SYSTEM

A. Components

1. To coordinate the effective use of all of the available resources, a formalized management structure is needed that lends consistency, fosters efficiency, and provides direction during a response.
2. The ICS is built around the five major components listed below. In small-scale incidents, all of the components may be managed by one person, the Incident Commander. Large-scale incidents usually require that each component is set up separately. The five major components are:
 - Command
 - Planning
 - Operations
 - Logistics
 - Finance/Administration

B. Organization

1. All incidents which require the presence of more than one officer will have an incident commander, usually the senior ranking officer on scene.
2. A basic ICS operating guideline is that the Incident Commander is responsible for on-scene management of the incident until command authority is transferred to another person, who then becomes the Incident Commander. The incident commander will be clearly identified to all personnel at each change.

C. System Activation

1. Although not necessarily reserved for large-scale incidents or disasters, the Incident Command System is generally activated to a less formal degree on each incident to which officers respond, with the first-arriving officer assuming command until relieved by an officer of higher rank. As additional responders arrive, command transfers on the basis of who has the primary authority for the overall control of the incident. All transfers of command on an incident will take place face to face and will be communicated to all units on the scene.
2. In order to decide whether the Incident Command System should be activated on a larger scale, the first-arriving officer's assessment of the situation, and the relaying of his/her observations and available information to the on-duty shift supervisor (or OIC in the supervisor's absence), is crucial.
3. Upon learning that a situation is developing or is occurring that has the potential for loss of life, serious injuries, evacuations, large scale property damage, or a situation which may require activation of the GPD Emergency Mobilization Plan, the on-duty supervisor shall respond to the scene (unless already on the scene or en-route). If not already done, the supervisor will activate the Incident Command System.
4. Depending upon the nature and severity of the incident and who has primary responsibility for the event (Fire, Police, etc), the on-duty shift supervisor shall quickly but thoroughly assess the scene and either establish a command post or report to an already established incident command post. To ensure a high level of coordination among other agencies at or near the scene, the

identified police incident commander should be present in the incident command post established by the agency having overall charge of the situation, whether by protocol or statute. In any case, in accordance with the National Incident Management System (NIMS) each event shall have only one incident command post. If a separate police command area is also utilized, it should be in close enough proximity to the Incident Command Post (ICP) to allow for information sharing and communication with the police incident commander. At a large-scale or complex incident, especially one that involves a unified command post, all agencies with a stake in the incident should be represented **at** the command post.

- ***It is important to remember that at the scene of an incident where multiple agencies are represented at the incident's command post, not all agencies may have access to each other's radio frequencies - face-to-face contact may be necessary to communicate.***
5. The on-duty shift supervisor will ensure that all notifications of command staff members and others are made pursuant to existing GPD policies. If the scope of the event makes it necessary to make additional off duty GPD personnel available, this information will be passed on. Only a member of the command staff may authorize activation of the GPD Emergency Mobilization Plan. Command authority is not required where the plan is automatically activated (Terror attack, Red Threat Level) or when a command staff member cannot be contacted; communication disruption etc), in that case the supervisor may activate the plan on their initiative.
 6. For the purpose of ensuring that the provisions of this directive are efficiently accomplished, and to provide for appropriate supervision of GPD personnel, the highest ranking GPD officer at the scene is responsible for GPD personnel even though s(he) may not be the incident's commander.
 7. Unless otherwise directed by an officer of higher rank, the Incident Command System may be activated by the on-duty shift supervisor for any other incident or situation when the supervisor believes that such activation will succeed in incident resolution or where the number of personnel involved exceeds the ability of one person to effectively control.
 8. When activated, the Incident Command System will be operated in conjunction with other agencies and in accordance with NIMS guidelines.

D. Incident Command

1. Once ICS is activated by any supervisor, the command function becomes operational. The function primary responsibilities include:

- Activating the system to the level required;
- Ensuring the command post is established;
- Initiating the notification and mobilization of additional agency personnel;
- Requesting necessary support from other agencies if needed;
- Identifying and establishing a staging area for follow on personnel, if necessary;
- Providing the public information function and media relations;
- Maintaining the safety of all affected personnel;
- Preparing a documented after action report.

2. As incidents grow, the Incident Commander may delegate authority for performing certain activities, as required. When expansion is required, the Incident Commander may need to designate the following positions, which are known as the Command Staff and are part of the command function:

- ***Information Officer – handles all media inquiries and coordinates the release of information to the media and the EOC. S(he) also coordinates with any PIOs from outside agencies;***
- ***Safety Officer – monitors safety conditions and develops measures for ensuring the safety of all assigned personnel;***
- ***Liaison Officer – is the on-scene contact for other agencies assigned to the incident.***

3. The following components are also utilized at direction of the Incident Commander and are known as the General Staff:

- ***Operations Chief- oversees the operations function***

The Operations function is responsible for controlling

resources that take tactical actions to resolve the incident. These actions may include, but are not limited to:

- 1) Establishment of and maintaining of perimeters for safety or security purposes.
- 2) Conducting evacuations as needed or requested
- 3) Maintaining security at both the command post and the scene itself
- 4) If persons are detained or arrested as a result of the incident, providing for their transportation, processing and confinement.
- 5) Traffic control and direction
- 6) Conducting the necessary post incident investigation

■ **Planning Chief-** *Oversees the Planning Function*

The planning function is responsible for formulating strategy plans and providing information/ intelligence to the incident commander. This function may include, but is not limited to:

- 1) Preparing the documented Incident Action Plan (IAP)
- 2) Gathering and disseminating information and intelligence to necessary functions and the Incident Commander.
- 3) Updating and amending the IAP as necessary
- 4) Planning an orderly and efficient post incident demobilization.

■ **Logistics Chief-** *Oversees the Logistics Function*

The Logistics Function obtains and provides the necessary manpower, facilities, services and materials necessary to resolve the incident. This function is responsible for, but not limited to:

- 1) Establishment and maintaining communications
- 2) Providing transportation as necessary

- 3) Providing medical support for personnel engaged in the response
- 4) Procurement and disbursement of supplies necessary to keep the response personnel functioning throughout the duration of the incident.
- 5) Obtaining personnel or equipment as needed for specialized teams

■ **Finance and Administration Chief- Oversees the Finance Administration function.**

The Finance/ Administration function is responsible for maintaining information and records related to the event. This function is responsible for, but not limited to:

- 1) Recording personnel time
- 2) Procurement of additional resources as needed
- 3) Recording of all expenses
- 4) Documentation of injuries or other liability issues

Note: The Incident Commander will only fill the functions necessary to successfully resolve the situation. Not all functions will be implemented on all events where ICS is activated.

4. The Incident Commander will base the decision to expand (or contract) Incident Command System organization and assignments based on three major priorities:
 - **Life Safety** – is always the Incident Commander's first priority. This includes the safety of responders and the public.
 - **Incident Stability** – which includes determining the strategy for minimizing the effect that the incident will have on the surrounding area, while maximizing the response effort using resources efficiently.
 - **Property Conservation** – involves minimizing damage to property while achieving the incident objectives.
5. The Incident Commander must ensure that common terminology is used throughout the incident, especially when diverse or other first-response agencies are involved. In accordance with NIMS

and MCP/ GPD policy, all communications will be conducted in plain language.

E. Command Protocol

1. In situations where Fire/Rescue is the primary responder (i.e., fires, most natural or man-made disasters, rescues, mass-casualty incidents, explosions, etc.), the Fire/Rescue Commander is the Incident Commander absent unusual circumstances. GPD officers at the scene provide support for fire/rescue operations based on need, which can range from traffic control to assisting with an evacuation.
2. While operating in conjunction with fire/rescue, GPD officers are still accountable to their immediate supervisor and officers of higher rank.
3. In situations where a GPD officer is the first to arrive, said officer is the Incident Commander until relieved by an officer of higher rank or a responder from the agency having primary authority for the incident. The officer will then assume a support role and act in accordance with the officer's mission and law enforcement responsibilities (i.e., protect the scene; safeguard potential evidence; traffic and crowd control, etc.).
4. Unless one of the below-listed has been designated to act in a higher capacity, or unless otherwise directed by the Chief of Police, the GPD command protocol is as indicated herein:
 - a) Chief of Police;
 - b) Operations Bureau Commander;
 - c) Special Operations Bureau Commander;
 - d) Administrative Bureau Commander;
 - e) Sergeant;
 - f) Corporal; and
 - g) Police Officer.
5. Whenever a Specialized MCP (i.e. ERT, CRU etc) unit responds to the scene, command of police operations at the scene will rest with the MCP specialized unit, in accordance with the GPD/MCP Memorandum of Understanding.

6. Refer to the GPD All Hazard Plan Annexes for further.

F. Span of Control

1. A manageable span of control is the number of individuals one supervisor can manage effectively. In the Incident Command System, the span of control for any supervisor falls within a range of three to seven resources, with five being optimum.
2. If the number of resources in a supervisor's span of control increases or decreases, the Incident Commander or designee should reexamine the incident's organizational structure and will expand or contract the table of organization as needed.

G. Unified Command

1. The purpose of unified command is for all agencies with responsibility for the incident – either geographic or functional – to manage an incident by establishing a common set of incident objectives or strategies. It does not mean that an agency gives up or loses any of its authority, responsibility, or accountability.
 - *A terrorist incident causing mass casualties resulting from a weapon of mass destruction would likely involve fire/rescue, local law enforcement agencies, federal law enforcement agencies, and representatives from the health department. These participants, and possibly others, would likely comprise a unified command post.*
2. Unified command may be applied to incidents that affect more than one political jurisdiction; for incidents involving multiple agencies with a single jurisdiction; and/or incidents that impact multiple geographic and functional agencies.
3. The focus of unified command is not as much on *who is in-charge*, but on *who is in-charge of what*. The concept of unified command means that all involved agencies *contribute* to the command process by:
 - *Determining overall objectives;*
 - *Planning jointly for operational activities while conducting integrated operations; and*
 - *Maximizing the use of all assigned resources.*
4. When unified command is established, the following will always

apply:

- *The incident functions under a single, coordinated action plan involving all response disciplines;*
- *One person is designated as having responsibility for implementing the action plan; and*
- *One Incident Command Post is established.*

H. Area Command

1. In certain cases an area command structure may be utilized, such as several related events taking place at different locations over a jurisdiction or region. An area command sets overall priorities for resolution of the event(s), but each location has a separate ICS structure in place to deal with events.

I. After-Action Reports

1. As soon as practical, the GPD Incident Commander shall submit to the Chief of Police, via the supervisor's chain of command, a written *After-Action Report* describing, at a minimum:
 - *Incident location and type;*
 - *Number and type of injuries/death, if any (especially if a City employee or occurring on City property);*
 - *Number and extent of any damage, if any (especially if it involves City property);*
 - *The proximate cause of the incident, if known;*
 - *Actions taken by GPD personnel;*
 - *Any suggestions for improvement; and*
 - *Any other information deemed pertinent by the writer.*
2. To augment the written *After-Action Report*, the GPD Incident Commander will ensure that a Command Staff voice mail message is left as soon as possible after the incident has been resolved.
3. Unless directed otherwise by a commander or the Chief of Police, the written *After-Action Report* may be in the form of an e-mail.

4. The *After-Action Report (AAR)* is submitted in conjunction with and does not take the place of any Event Report required by the Field Report Manual or GPD directive, but the report may be included as part of the AAR.
5. The *After-Action Report* and Command Staff voice mail is required only if the GPD supervisor was the Incident Commander.

J. Written Plans and Procedures Utilized

1. Department plans and procedures can be found in the 600, 700, 1000, and 1200 series of General Orders, and in the Situation Map Box, located in the Operations Area of the GPD facility.
2. The Department's plans and procedures for use in emergencies are as follows:
 - *All Hazards Plan;*
 - *All Hazards Plan Annexes;*
 - *General Order 603.2 (Incidents Requiring Supervisory Response);*
 - *General Order 603.4 (Responding With Fire/Rescue);*
 - *General Order 603.6 (Bomb Threats and Evacuations);*
 - *General Order 603.7 (Evacuations Not Involving Bombs);*
 - *General Order 603.9 (Requesting E.R.T / Hostage Negotiators);*
 - *General Order 607.1 (Notification of Command Staff);*
 - *General Order 607.2 (Notification of Investigators);*
 - *General Order 607.3 (Notification of Federal Law Enforcement Agencies and the National Guard);*
 - *General Order 607.4 (Notification of State's Attorney's Office);*
 - *General Order 607.6 (Notification of Medical Examiner);*

- *General Order 607.7 (Notification of Public Works, State and County Roads, Utilities and Media);*
- *General Order 607.8 (Notification of Next-of-Kin);*
- *General Order 608.1 (Missing Persons);*
- *General Order 609.1 (Canine Use);*
- *General Order 612.1 (Communicable Disease Policy);*
- *General Order 617.1 (Escorts, Hazmat, Traffic Engineering & Traffic Ancillary Services);*
- *General Order 700.1 (Concurrent Jurisdiction and Mutual Aid);*
- *General Order 700.2 (Limited Statewide Jurisdiction);*
- *General Order 700.3 (Borrowing / Loaning Equipment);*
- *General Order 1000.1 (Critical Incidents);*
- *General Order 1000.2 (Incident Command System);*
- *General Order 1001.1 (Search and Rescue Operations);*
- *General Order 1002.1 (Emergency Mobilization of GPD Personnel);*
- *General Order 1004.1 (Natural and Man-Made Disasters);*
- *General Order 1005.1 (Civil Disturbances);*
- *General Order 1201.1 (Media Relations and Public Information).*

K. Training for GPD Personnel

1. All sworn GPD personnel are trained on the Incident Command System through the initial issuance of this directive, and will receive formalized training in the Incident Command System, the National Incident Management System and the National Response Plan.

2. All sworn personnel, Corporal and above, are trained in Incident Command for Single Resources. This training will be completed by the supervisor through Federal Emergency Management Agency's (FEMA) Emergency Management Institute (EMI), Independent Study course IS-200. In addition, all members of all ranks are encouraged to utilize the EMI as a source of professional development.
3. Whenever any of the directives or plans listed in Section J of this directive are revised and/or reissued, personnel will be familiarized and trained on them and the training documented.
4. Training will be documented through the use of a *Roll-Call Training Receipt* and/or *General Order/Special Order Receipt* or In-Service training or PowerDMS.

L. Annual Training

1. At least annually, the department will provide refresher training in the Incident Command System as well as the department's All Hazards Plan. This may be accomplished as Roll Call Training or in conjunction with other department training dates.
2. Members of this agency may also participate in exercises through the Montgomery County Emergency Management Group (EMG), Local Emergency Planning Council (LEPC) for Montgomery County, or the Metropolitan Washington Council of Governments (COG). These exercises may be table top, functional or full scale in nature.

M. Analysis of Incidents

1. The GPD Administrative Bureau function shall maintain a file of all Event and *After-Action Reports* pertaining to an activation of the GPD Incident Command System for the purpose of conducting an annual analysis. The purpose for the analysis will be to identify, at a minimum:
 - *Vulnerabilities, if any, in GPD plans so that they can be enhanced or improved;*
 - *Lessons learned;*
 - *Training needs;*
 - *Equipment needs;*

- *Anything else pertinent to the Department's mission.*
2. The completed analysis will be submitted to the Chief of Police, with copies forwarded to commanders, supervisors, and Training Committee members.